

COMMUNICATION SUBCOMMITTEE **CHARTER**



*The Communication Subcommittee is part of the Operations Committee
for the State of West Virginia's project to become a*

A PERFORMANCE DRIVEN STATE GOVERNMENT

**Supported by
The Pew Center on the States**



THE
PEW
CENTER ON THE STATES

Government
Performance
Project

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Governor's Charge

West Virginians always come together in times of need – and we always succeed. By working together, West Virginia is weathering one of the worst economic storms in our nation's history. Our little state has emerged as one of the nation's leaders in responsible and effective management of taxpayer dollars.

My administration always strives to act fiscally responsible so that during times of prosperity and times of economic challenges, our government will position the state for success. Our actions and fiscal management today should always enable tomorrow's generation of West Virginians to enjoy a high quality of life.

We have enacted many responsible policies during the past five years with the help of all branches of government, our citizens and private industry. From paying down debt to privatizing the workers compensation system, we saved West Virginians billions of dollars while improving service and preparing for the future. Businesses and Wall Street have taken notice, as more than 200 companies have located or expanded here since 2005, investing more than \$8.8 billion in our state.


While these hurdles and successes are impressive, we can do so much more and now is the perfect opportunity to take advantage of our achievements. I want to make changes in state government that will serve as basis for success of future administrations. I believe that with the support of our employees, standing alongside the Pew Center on the States, we can transform West Virginia state government into a performance-driven organization.

A performance-driven state government is transparent and accountable. It clearly shows the results its agencies deliver to the citizens. We will ensure that West Virginians know how their taxpayer dollars are being spent and the return they receive on their investment. Spending decisions will not be based on the past year's budget, but instead on what programs support our vision for the state and show a record of success.

This is a major change in the way state government does business. But change is good – we have the results to prove it. We cannot back down from this challenge that surely will create even more positive change for our state.

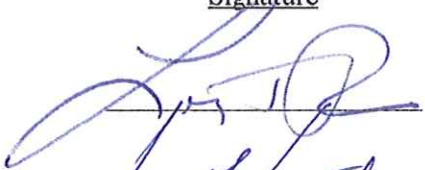

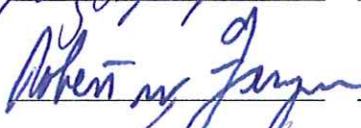
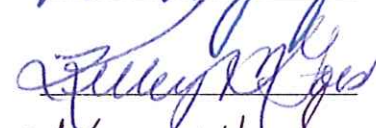
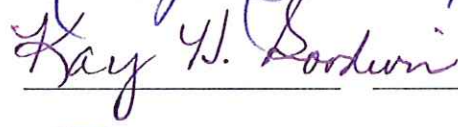
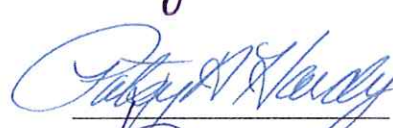
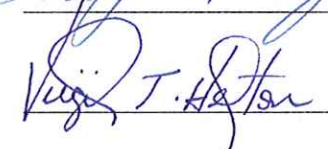
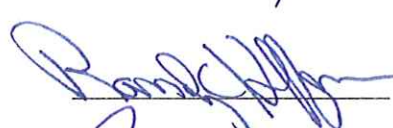
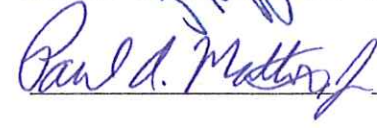

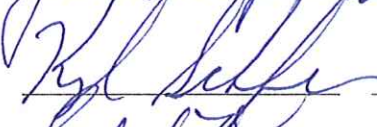
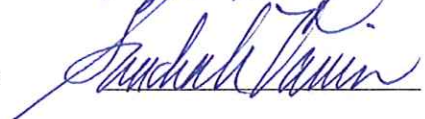
I expect you to dedicate your energy and the resources of your department to this project. I want you to lead the shift in planning and budgeting processes, and to communicate the project's intent and benefits to your employees. As a leader, you should lead your employees to think of ways your department can contribute to the project's success.

Every one of us is critical to the project's success. With your commitment, we can build a better West Virginia. Thank you.


Joe Manchin III, Governor
State of West Virginia


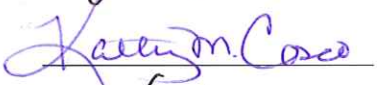

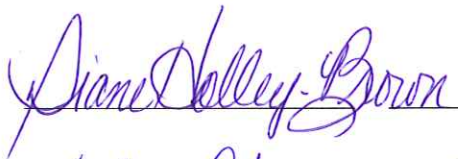

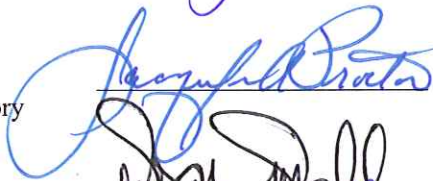

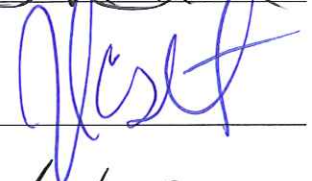


Agreement of the Executive Committee

By signing below, I understand the purpose and content of this project charter. To that end, I support the governor's intent and will work to make state government more accountable to its citizens through an enterprise-wide and agency-level strategic planning process, performance-based budgeting, and a proactive and transparent communications process.

<u>Name</u>	<u>Title</u>	<u>Signature</u>	<u>Date</u>
Larry J. Puccio	Chief of Staff, Office of the Governor		9/10/09
Harry L. Bergstrom	Deputy Chief of Staff, Office of the Governor		9/1/09
Robert W. Ferguson, Jr.	Cabinet Secretary, Dept. of Administration		9/1/09
Kelley M. Goes	Cabinet Secretary, Dept. of Commerce		9/9/09
Kay H. Goodwin	Cabinet Secretary, Dept. of Education and the Arts		9/2/09
Patsy A. Hardy	Cabinet Secretary, Dept. of Health and Human Resources		9/1/09
Virgil T. Helton	Cabinet Secretary, Department of Revenue		9/1/09
Randy C. Huffman	Cabinet Secretary, Dept. of Environmental Protection		9/1/09
Paul A. Mattox, Jr.	Cabinet Secretary, Dept. of Transportation		9/8/09
James W. Spears	Cabinet Secretary, Dept. of Military Affairs and Public Safety		1 Sep 09
Kyle D. Schafer	Chief Technology Officer, Office of Technology		
Sandra K. Vanin	Commissioner, Bureau of Senior Services		1 Sept 09

Agreement of the Communication Subcommittee

By signing below, I understand the purpose and content of both the project charter and the communication subcommittee charter. To that end, I support the governor's intent and will work to make state government more accountable to its citizens through an enterprise-wide and agency-level strategic planning process.

<u>Name</u>	<u>Title</u>	<u>Signature</u>	<u>Date</u>
Liza Cordeiro	Executive Director of Communications, Department of Education		11/3/09
Kathy Cosco	Director of Communication, Department of Environmental Protection		10/23/09
Kim Harbour	Director of Marketing and Communications, Department of Commerce		11-3-09
Diane Holley-Brown	Director of Communication, Department of Administration		10/9/09
Kimberly Osborne	Director of Communication, Department of Revenue		10/7/09
Jacqueline Proctor	Deputy Commissioner, Division of Culture and History		10/9/09
Susan Small	Director of Communication, Public Service Commission		10/9/09
Joe Thornton	Deputy Secretary, Department of Military Affairs and Public Safety		10/31/09
Matt Turner	Director of Communication, Governor's Office		10/09/09
Susan Watkins	Director of Communication, Department of Transportation		10/9/09

1. Purpose and Background

1.1 Purpose

To establish a new statewide public relations plan that will assist the state of West Virginia in achieving the goals outlined in the state's strategic plan and communicating those successes to all West Virginians.

1.2 Background

The West Virginia strategic plan shall establish a new statewide planning and budgeting systems that enable state government to ensure the best return on public investments, save taxpayer dollars, and deliver better services through a more transparent process. The public relations plan is one component of a performance-driven government that instills transparency and accountability.

The statewide public relations plan shall focus its objectives, goals, and measurable results in alignment with the statewide strategic plan, and will require the input of all Executive Branch Department-level Communication Directors in regard to the areas addressed and applicable to their specific department in the strategic plan. The co-chairs of this subcommittee shall create the public relations plan and communicate statewide strategic plan updates accordingly to targeted groups.

The communications plan shall target various West Virginians in relation to the specific goals outlined in the strategic plan. All Department-level Communications Directors shall receive a copy of the statewide public relations plan and shall engage in marketing practices that are in line with the statewide public relations plan.

All state agencies are to report their progress toward achieving the strategic plan's goals to their respective Communications Directors. The Communications Directors shall provide any updates to this subcommittee on an as needed basis, but no less than every quarter, regarding their communications efforts in reaching the established goals. Each Department-level Communication Director shall keep track of the outcomes, and outputs associated with his/her communication tactics and the findings of which should be reported to this subcommittee.

Forms of Measurement

Outcomes: An effectiveness measurement of the communication plan's materials and messages on the target audience's opinion, attitude and/or behavior changes.

Outputs: Measures the production of the public relations effort, *i.e. media content analysis, cyberspace analysis.*

Performance Measures Hierarchy



By engaging in the public relations plan from a statewide perspective down to an agency perspective, this subcommittee may better monitor and facilitate a comprehensive, multi-faceted public relations plan that speaks with *one voice* regardless of the origination of the communications tactic.

2. Deliverables

2.1 Statewide Strategic Plan (Strategic Level)

The governor will establish statewide priorities for the next four years that will include goals and quantifiable objectives accompanied by performance measures.

2.2 Cabinet-level Planning Guidance Documents (Tactical Level)

Each cabinet-level head will issue an annual planning guidance document in support of the statewide strategic plan. The document must outline measureable goals and objectives for its agencies to achieve in the coming year that will help move the state towards the common vision outlined in the strategic plan. Each Department-level Communications Director shall establish marketing practices that support the annual planning guidance document.

2.3 Agency Operational Plans (Operational Level)

Every agency will draft annual operational plans that outline in detail how the goals and objectives in the cabinet-level planning guidance will be met. Each plan will outline the mission, goals, strategies, and performance measures for each of the agency's programs. Each Agency-level Communications division shall establish marketing practices that support the annual operational plan.

2.4 Timeline

Date	Deliverable
Sept. 30, 2009	Create message of project and fact sheet to communicate with employees and public
Week of Oct. 12-19, 2009	Governor conducts enterprise planning meetings with cabinet secretaries and direct reports
Week of Oct. 12-19, 2009	Schedule press conference and related release in conjunction with enterprise meetings / emphasize strategic plan and project benefits
Oct. 12, 2009	Draft communication plan for project
Nov. 30, 2009	Progress report sent to Pew
Dec. 1, 2009	Work with WV Interactive to establish a project Web Site
Dec. 30, 2009	Continue monthly updates to Pew and on Web site

3. Support from the Pew Center on the States

Staff and senior advisors from The Pew Center on the States will provide support to both the Executive and Operations committees, including assistance in the development of the project plan and defining the roles of team and network members. During the first year of the project, Pew staff and senior advisors will also check in regularly to discuss progress and provide advice, connections to resources, and consultation.